



# Guam's One-Stop System

*Workforce Program Standards*

# Table of Contents

[Background](#)

[Mission](#)

[The Structure](#)

[Roles and Responsibilities](#)

[Core Programs](#)

[Title II – Adult Education and Family Literacy of the Workforce Innovation and Opportunity Act](#)

[Title I – Workforce Development Activities for Adult, Youth, and Dislocated Workers; Wagner-Peyser Act, Title V of the Older Americans Act of 1965; and the Jobs for Veterans State Grants programs](#)

[Title IV – Amendments to the Rehabilitation Act of 1973](#)

[American Job Center System Requirements](#)

[Co-Location](#)

[Case Management System](#)

[Alignment of Services](#)

[Branding/Outreach](#)

[Facility Usage](#)

[Services](#)

[Labor Market Information \(LMI\)](#)

[Continuity of Services](#)

[Sector Strategies](#)

[Greeting](#)

[AJC Orientation](#)

[One-on-One](#)

[Next Steps](#)

[Career Services](#)

[Basic Career Services](#)

[Individualized Career Services](#)

[Follow-Up Services](#)

[Training Services](#)

[Work-Based Learning](#)

[Business Services](#)

[OUTCOMES AND PERFORMANCE](#)

[ACCOUNTABILITY](#)

## **Background**

Guam's Combined State Plan must include a description of the State operating systems and policies that will support the implementation of the state strategies.

## **Mission**

To empower individuals to be preferred employees through a shared community vision, which brings opportunities to Guam's workforce to achieve and sustain a better quality of life.

## **The Structure**

In order to achieve cross-programming standards, the AJC Team of program partners assessed the types of services currently offered, evaluated strengths and identified ways to better improve the delivery and quality workforce activities. Partners agreed that there needs to be clarity on what is offered, and how responsibility for customers are shared. The AJC Team proposed to the Guam Workforce Development Board the implementation of Guam's American Job Center (AJC) Workforce Program Standards across core programs and combined partner programs. The standards will provide detailed dialogue and description of the one-stop services and activities across core programs and partner programs.

## **Roles and Responsibilities**

Each partner has roles and responsibilities as it relates to policy and operations, agreements will further clarify roles, responsibilities, decision making authorities for each program.

## **Core Programs**

**Title II – Adult Education and Family Literacy of the Workforce Innovation and Opportunity Act:** The Guam Community College (GCC) is the designated state agency that administers this program. GCC offers adult education and family literacy programs throughout the island. Adult High School classes are offered at GCC's Mangilao campus and other community sites arranged by the college. Adult Basic Education courses consisting of Basic Skills, Family Literacy, and English as a Second Language (ESL) classes are offered on-campus as well as at off-campus locations depending on the need of the population at a particular site. These programs provide high school equivalency certifications, career-related and other education and services that enable eligible individuals to improve literacy, employability, self-sufficiency, and increase participation in their children's educational development..

**Title I – Workforce Development Activities for Adult, Youth, and Dislocated Workers; Wagner-Peyser Act, Title V of the Older Americans Act of 1965; and the Jobs for Veterans State Grants programs:** The Guam Department of Labor is the designated state agency that administers the above programs. The purpose of the Department shall be to foster, promote and develop the welfare of the wage earners of Guam, to improve their working and living conditions, and to advance their opportunities for occupation training and profitable employment.

The Department provides services to customers both employer and job seeker seeking services from these programs through collocated efforts at Guam’s only American Job Center.

**Title IV – Amendments to the Rehabilitation Act of 1973:** The Department of Integrated Services for Individuals with Disabilities, Division of Vocational Rehabilitation is the designated state agency that administers this program. The purpose of this department is to provide vocational rehabilitation services to eligible individuals with disabilities, and which shall be designated as the designated state unit to administer the state plan for vocational rehabilitation services and for the blind.

### **American Job Center System Requirements**

**Co-Location:** The Workforce Innovation and Opportunity Act require states to operate at least one comprehensive one-stop center. To be compliant under WIOA, the Guam Workforce Development Board has moved all employment and training programs funded by U.S. Department of Labor to the American Job Center facility located at the Bell Tower Building, 710n West Marine Corps Drive, Suite 301, Bell Tower Plaza, Hagatna, Guam 96910.

**Case Management System:** On June 3, 2014, the Guam Department of Labor launched their virtual case-management system. The Virtual One-Stop known as "HireGuam" is an integrated "Case Management Workforce Development System" that includes on-line services for participants, job seekers, employers, Agency staff, and One-Stop partners. This system will provide case management features such as job matching and tracking, including services for user login tracking. This system will also provide a complete recording and reporting service for monitoring the progress of participants and employers served by the following programs:

WIOA Youth, Adult and Dislocated Workers Title IB, Wagner-Peyser (WP), Veterans’ Employment and Training Service (VETS), Disabled Veterans’ Outreach Program (DVOP), and the National Emergency Grant (NEG). Additionally, the new system will give workforce staff the ability to produce instant, federally-mandated reports.

**Alignment of Services:** The Guam Workforce Investment Board is in the midst of developing a Memorandum of Understanding outlining alignment of staff, resources pooled together to maximize resources resulting in a seamless provision of services to customers.

**Branding/Outreach:** Guam's American Job Center is the accepted brand for Guam's one-stop system. This brand is applicable to all signage, lobby/resource room, brochures, print materials, outreach materials, name tags, web and social media presence, business cards, e-mail signature blocks, telephone protocols, and other related applications for all employment and training activities and functions provided through the center.

**Facility Usage:** Each program will establish protocols to ensure that physical structures are kept clean, neat, professional and reflective of an aligned and integrated environment, and professional standards which includes expectations for work apparel. Additionally, all providers and sub-contractors shall comply with these branding standards.

## **Services**

The Workforce Innovation and Opportunity Act authorizes "career services" for adults and dislocated workers rather than "core" and "intensive" services as authorized under Workforce Investment Act (WIA). There are three types of "career services": basic career services, individualized career services, and follow-up services. These services can be provided in any order; there is no sequence requirement for these services. Career services under this approach provide local areas and service providers with flexibility to target services to the needs of the customer. This section describes the service delivery that are to be in place for all employment and training services and establishes the standards for each specific service provide with 1) AJC Orientation; 2) Career Services; 3) Training Services; 4) Business Services; and 5) Followup Services. As a standard of service for customers to make informed choices, AJC Staff will provide the following components when delivering initial services to our customers.

## **Labor Market Information (LMI)**

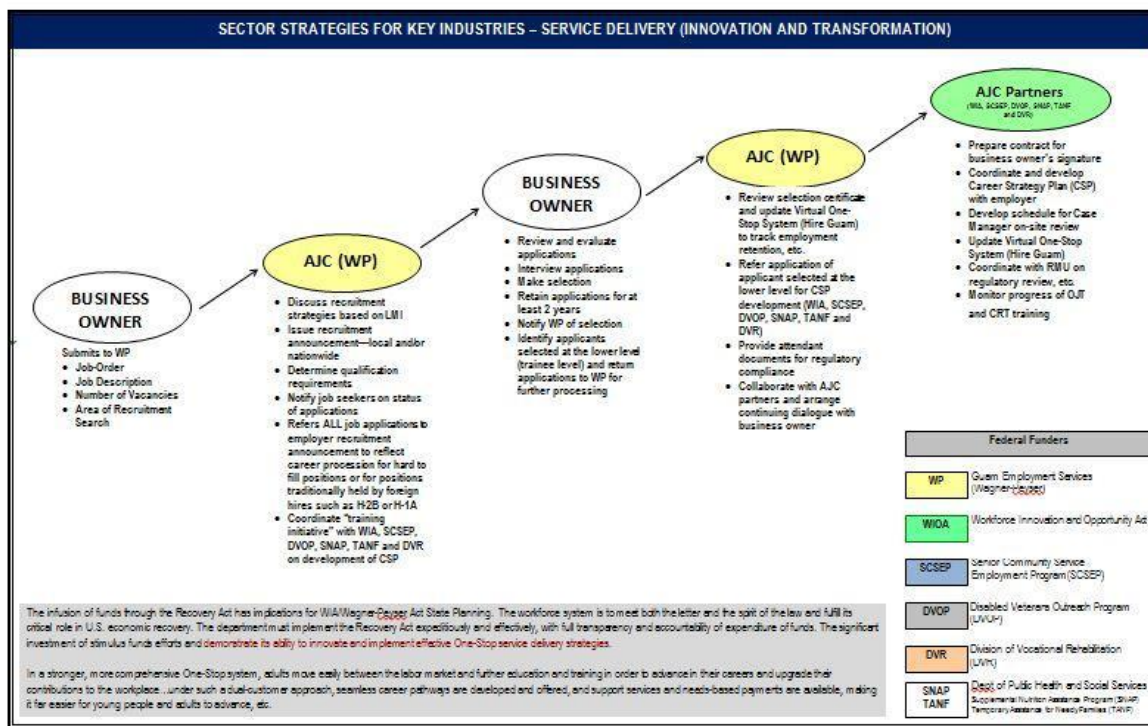
LMI will inform sector strategies, career planning, training decisions, business engagement and placement services. Staff will demonstrate use of quality data and LMI to make informed decisions and provision of core center services and activities. Staff will explain the uses and benefits of LMI-related resources, assist jobseekers in accessing and interpreting tools and data in order to make informed career and education decisions, and will use LMI to coach job seekers toward higher wages. Labor market information can be found on hireguam.com and at [bls.guam.gov](http://bls.guam.gov) for statistical information specific to Guam's industries.

## Continuity of Services

The American Job Center will execute a viable collaborative-service system as a basic principle of the customer-center model. The goal is to provide service excellence through a continuity of services that are not dependent upon a customer returning to the same staff person. Staff will focus on the development of organizational, not individual, relationships in order to seamlessly coordinate services in a way that meets the business requirements as well as addresses customer needs in a timely and value-added manner. For customers engaged in Career and/or Training Services, staff will adequately document customer interactions to ensure continuity of services for customers regardless of which staff provides assistance. Though documentation may assist with outcomes tracking, the purpose of engaging in collaborative-service delivery is not to focus on performance, but rather the customer experience. AJC staff is expected to be able to pick up where another staff left off at the previous customer engagement.

## Sector Strategies

The terms used in industry sector or cluster strategies are often used interchangeably. Industry cluster typically describes the entire value chain of a broadly defined industry from suppliers to end products. Sector is a term more widely used in workforce development, defining an industry primarily by common workforce needs and occupations. The Guam Workforce Investment Board will identify targeted sectors as part of the planning process and develop service priorities and dedicate resources based on local plans and investment strategies as demonstrated in Diagram B (below)



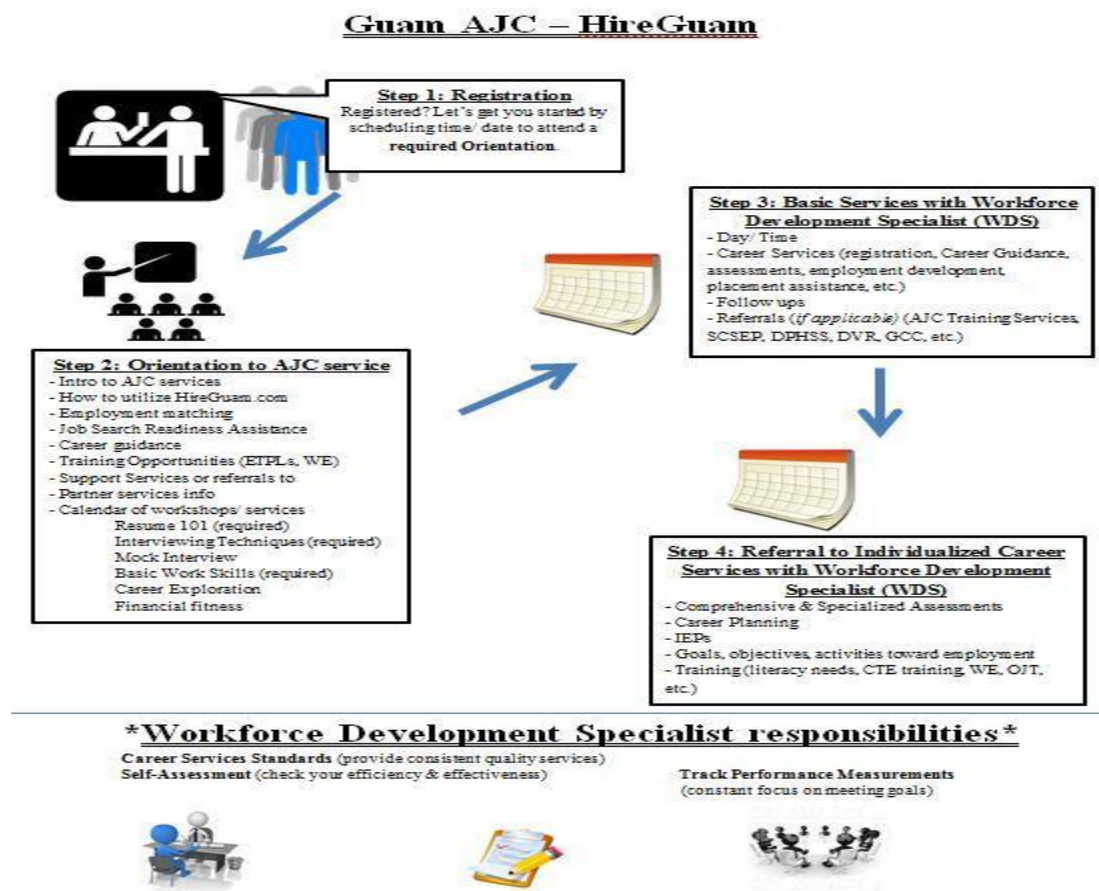
## Greeting

All customers entering the center will be greeted “Hafa Adai Welcome to the American Job Center”. The Receptionist will query/probe customers about their reason for coming into the center (What brought you in today? How can I help you? What are your needs?). After greeting and listening to customer needs, staff will inform customers of available services and propose options/guide customers toward next steps. A person new to the Guam AJC will be encouraged to attend an AJC Orientation. If desired, a person may simply require access to the resource room to proceed with self-service. If deemed appropriate, information and referral to partner agencies can be provided, as well as customized one-on-one conversation with the next available staff.

**AJC Orientation:** Services provided through the American Job Center will be customer-centered to ensure value to each customer experience. This entails a thorough introduction to the AJC services and expectations for qualified participants for available service programs.. The American Job Center began conducting orientation for American Job Center services on February 16, 2016 (diagram A) a total of 6 orientation classes have been conducted since its inception, serving 129 participants basic services with workforce development specialists.



Diagram A



## One-on-One

Customers needing to register with the labor exchange system may need additional assistance, or more personal direction regarding Career or Training Services options will be provided a customized one-on-one engagement. The goal is to provide such one-on-one service within 15 minutes after the initial greeting.

At the one-on-one, staff will review, assist with, or conduct basic registration; provide additional information about available services; listen to customer needs; and provide guidance on next steps based on needs and interests. Registration information for customers engaging in services will be provided just-in-time based on what is required at any given time rather than all

customers going through the same registration process as a first step coming in the door. At the one-on-one, next steps will be articulated and documented.

## Next Steps

Each time customers engage in services, appropriate registration elements are collected in the VOS, and next steps are planned and scheduled. Staff provides LMI and referral to appropriate resources and partner services.

## Career Services

Career Services are those services that assess a person's readiness to work and provide employment statistics information to inform career goals and opportunities for advancement in occupations. Key values provided to jobseekers through provision of Career Services are to ensure they know their skills, know how their skills match the labor market, and know which tools are available for them to acquire the skills needed to be competitive.

### Basic Career Services

- Determination of eligibility to receive assistance from:
  - Adult
  - Dislocated Worker
  - Youth
  - Disabled Veteran (DVOP)
  - Senior Citizen (SCSEP)
- AJC Orientation, Outreach, Intake (registration), and Re-employment services
- Initial assessment of skills and supportive service needs
- Labor Exchanges
  - Job Search
  - Placement Assistance
  - Career Counseling
  - Information on In-demand industry Sectors and occupations
- Referral to Partner Programs
- Workforce/Labor Market employment information
  - Job Vacancies in labor market areas
  - Job skills necessary to obtain jobs
  - Information relating to local jobs in demand and earnings, skill requirements and opportunities for advancement
- Information on eligible providers of training services by program and type of providers
- Information on program performance and cost relating to one-stop system of service
- Information on supportive services or assistance, and appropriate referrals to:

- Child care/DPHSS Block Grant
- Child support/Office of the Attorney General
- Medical or child health assistance through Medicaid or CMIP / PHSS
- SNAP/PHSS Nutritional Assistance
- EITC/Department of Revenue & Taxation
- HUD/Guam Housing & Urban Renewal
- TANF/PHSS Welfare Program
- Other programs supportive services and transportation assistance

### Individualized Career Services

- Comprehensive and specialized assessments of skill levels and service needs of adults and dislocated workers
  - Diagnostic testing and use of other assessment tools; and
  - In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals
- Develop an Individual Employment Plan identifying:
  - Goals,
  - Objectives, and
  - Appropriate combination of services to achieve employment goals (including information about training providers to achieve employment goals).
- Individual and/or Group counseling
- Career planning (case management)
- Short-term pre-vocational services (soft-skill development to prepare for unsubsidized employment or training.
- Internships and work experience that are tied to careers
- Workforce preparation activities that help an individual acquire a combination of basic academic skills
- Financial Literacy services
- Out-of-Area job search and relocation assistance
- English language acquisition and integrated education and training programs.

### Follow-Up Services

Follow-up Services: As appropriate for participants who received services and are placed in unsubsidized employment

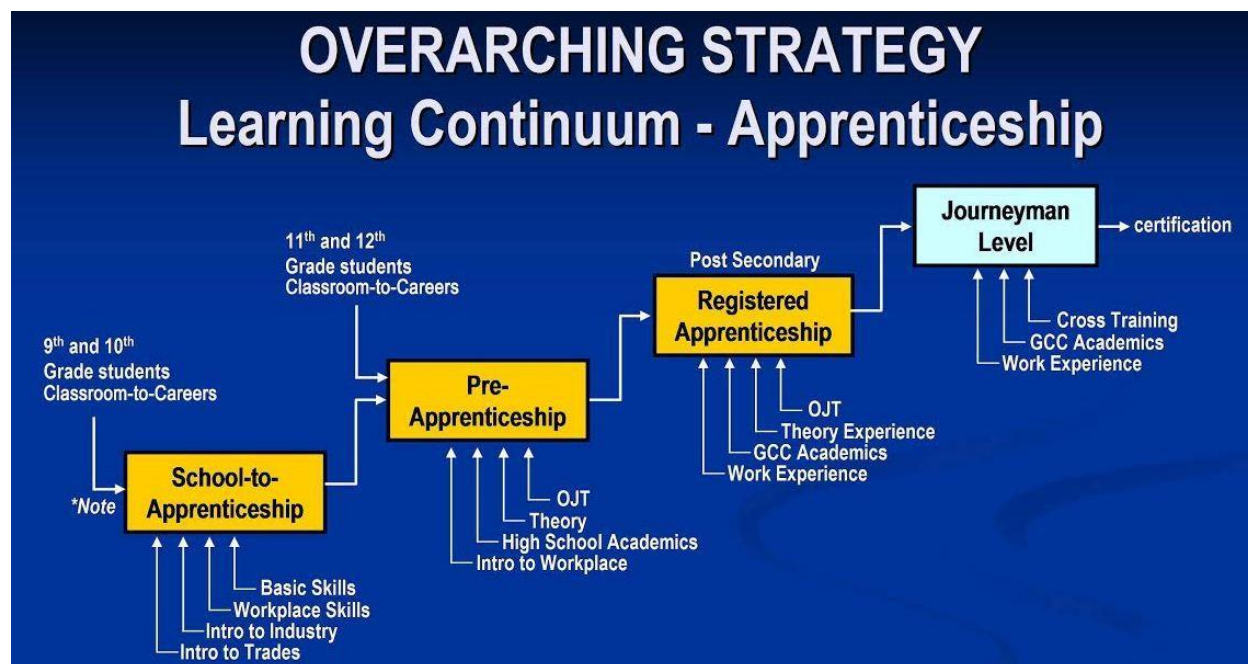
- Follow up services for up to 12 months after the first day of employment
- Counseling about work place

## Training Services

Individuals determined to be in need of training to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment may be eligible to receive Training Services. The GWDB may also prioritize training connected to sectors and target populations as part of the local plan, and will create opportunities for remediation.

The workforce system is expected to increase investment in certifications that help people get jobs, and support the development and documentation of functional skills. AJC staff is expected to build these types of tools into the menus of available training services and activities.

An IEP is required for all customers accessing Training Services. The IEP will be used to inform training needs, as well as to verify whether or not customers have the skills to be successful in training prior to enrollment into the training program. The Guam Workforce Development Board's vision in preparing our workforce for suitable jobs is to align participant's IEP to the model or learning continuum of the Apprenticeship Program, the learning continuum will be the standard for all IEP's developed by AJC staff as outlined below in Diagram C.



Mechanisms must be in place to monitor the quality and effectiveness of training services both from outcome data and business/customer feedback. The manner in which feedback is established should be a comprehensive process where: training services communicate the available talent to placement services, placement services seek businesses input regarding the quality of candidates and training needs, placement services market qualified candidates to targeted business customers and placement and business services inform training content based on the input received from employers as outlined in the Sector Strategies Diagram B of this document.

Though types and amounts may vary, the AJC will provide skill development based on structured, written curriculum designed to address gaps, develop new skills and advance toward attainment of industry-recognized and post-secondary credentials. The center will have online skills development tools available for customers (links to resources) in addition to in-person training, both of which will be delivered by approved providers, including local community colleges. Skill Development primarily involves organized programs of study that provide education and vocational skills that lead to proficiency in performing functions required by certain occupational fields at entry, intermediate or advanced levels, or leads to credentials required by employers in the occupational field (defined as Individual Training), and also includes skill upgrades; retraining; entrepreneurial training; and occupational skills training—including training for nontraditional employment. Staff will assist customers with assessing and accessing these services and may be engaged in monitoring and testing to measure customer progress.

### **Work-Based Learning**

WIOA aims to create job-driven centers that focus on work-based learning, industry-recognized/postsecondary credentials, career pathways, and enhanced connections to registered apprenticeship. All centers will make work-based opportunities available to customers in accordance with local area plans and investment strategies.

Work-Based Learning includes On-the-Job Training (OJT), apprenticeship, and work experiences and internships that are linked to careers. Work-Based Learning services may also include job shadows, volunteer opportunities, and career exploration to help customers develop skills, experience and/or exposure to careers or industries based on their interests and competencies. Work experiences that are linked to careers will be provided at all the center.

### **Business Services**

A key component of AJC's Business Service is connecting employers to qualified candidates. Staff will be knowledgeable and responsive to business and workforce needs of the local area,

how these align with local sector strategies, and protocols to access recruitment processes and other services.

Business Services will include, at a minimum:

### *Recruitment Services*

Recruitment is the primary employer service model for placing qualified jobseekers with employers. Recruitment involves attracting and referring suitable candidates to one or more jobs through multiple activities that are customized to a specific employer or occupational need. Staff conducting Recruitment Services will work closely with staff providing skills validation, training, and career placement functions to access the appropriate talent pool for the position(s) being recruited.

Recruitment Services will support targeted populations and Sector Strategies recruitments. Staff will conduct an on-site employer visit prior to the start of the recruitment then send qualified candidates to the employer in a timely manner. Staff may funnel all non-participant applicants through the center for screening. The referral-to-hire ratio is a target of 5:1, unless otherwise specified by employer.

Placement and recruitment activities must include a feedback mechanism between the center and employers. Employer feedback will be solicited to validate/concur with the readiness/quality of referrals. The AJC will develop feedback mechanisms, monitor outcomes, and make adjustments to local career and training services based on feedback received. Feedback will be shared with the Board to ensure continuous quality improvement.

### *Customized Training*

Customized training may be provided, in alignment with local plans and available resources, to meet the specific skill needs of local employers. The training is conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

### *Incumbent Worker Training*

The boards may reserve funds to pay for the federal share of the cost of providing training through an incumbent worker training program. If made available, training will take into account characteristics of participants in the program, relationship of the training to competitiveness of participants and employers, and other factors such as number of employees, wage and benefit levels, and existence of other training to support advancement

opportunities. The cost will be shared with employers on a sliding scale based on employer size. The AJC will utilize information gathered from business feedback to inform the need for incumbent worker training and will market available opportunities, as appropriate.

### *Job Postings*

AJC staff will provide services to employers for posting vacant positions in the local labor exchange system. Jobs may be entered via automated mechanisms, self-service features, or staff-assisted services.

### *Rapid Response*

The mission of the Rapid Response Team is to provide comprehensive information and technical assistance leading to employment of dislocated workers affected by layoff, closure and or disaster. All local areas will provide Rapid Response activities to employers and workers when a layoff or closure is going to occur, is occurring or has occurred, in compliance with state and federal regulations. Rapid Response activities are time-sensitive, it is imperative that protocols are set in place to ensure contact with affected parties is within 48 hours of receiving notice of a layoff, closure or crisis event.

## **OUTCOMES AND PERFORMANCE**

The AJC partners are responsible for shared system performance, measurements of achievement, and outcomes for service to a common customer. WIOA creates performance measures required for all core programs, including:

- Percentage of participants in employment during second quarter after exit;
- Percentage of participants in unsubsidized employment during the fourth quarter after exit;
- The median earnings of participants in unsubsidized employment during second quarter after exit;
- Percentage of participants who obtain a recognized postsecondary credential or secondary school diploma (or equivalent) during participation or within one year after exit;
- Percentage of participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment; and
- Indicators of effectiveness of serving employers (specifics of this measure will be established no later than July 1, 2016).

The core performance measures under WIOA apply whether or not participants were employed or not at date of participation. Core programs are required to report on these common performance indicators and performance reports for states, local areas, and eligible training providers will be publicly available.

The Guam Workforce Development Board will regularly monitor and evaluate program performance. Programs will also be evaluated by independent third parties at least every four years.

## **ACCOUNTABILITY**

The AJC operational standards will be incorporated into state monitoring processes beginning in the program year 2016 monitoring season, programs will be held accountable to their successful implementation. Interagency understandings and operational agreements among partners will assist with outlining how they will hold each other accountable. These agreements will contain a dispute resolution process to assist partners in the event of disagreements that occur in relation to the implementation and execution of the standards and center operations. Failure to comply with the operational standards will result in corrective action plans, incentives, and/or sanctions.